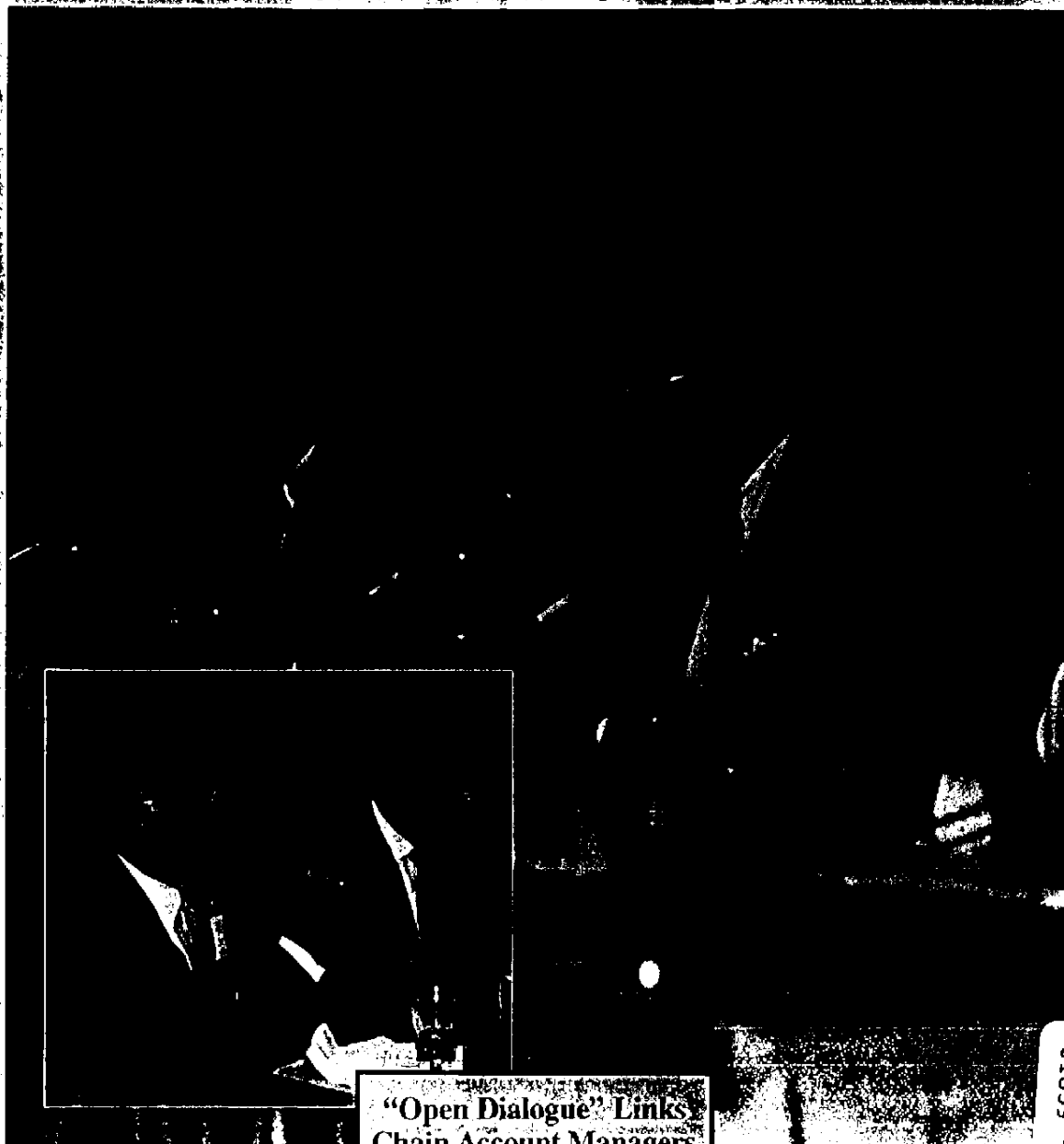


SALES

R.J. Reynolds Tobacco Company
Sales Department / November 1990

MERCHANDISER



**"Open Dialogue" Links
Chain Account Managers
with Home-Office Staff**

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MEMO

Box styles key to Camel gains

Over the past several months, I have had the opportunity to visit many of your divisions and witness firsthand the growing momentum of Camel Lights Hard Pack and Camel Filters Hard Pack.

Our marketing department here in Winston-Salem has done an excellent job, developing the "Smooth Character" campaign and providing popular premiums. Even more important, you have each done an outstanding job of gaining distribution, maintaining presence, and spreading enthusiasm for our Camel Hard Pack styles.

The result of our combined sales and marketing efforts has been an increase in share of market for both Camel Lights Hard Pack and Camel Filters Hard Pack of more than 75 percent since July of 1989. Excluding Camel Regular, these two styles contribute one-fourth of Camel's total volume for RJR.

In 1991, we will continue our support for Camel Lights Hard Pack and Camel Filters Hard Pack through innovative programs and promotions. There are still many distribution opportunities for the Camel Hard Pack styles, and I'm asking that each of you do your utmost to increase distribution and sales. To assist your efforts, a special display is being de-



veloped for non-PCD accounts. It will be made available in late December for use during the first half of 1991.

I know you share my enthusiasm for these brand styles and that you will take every opportunity to further their growth.

Yancey W. Ford Jr.
Executive Vice President - Sales

ON THE COVER:

A primary objective of the recent meeting of chain account managers in Winston-Salem was to promote an open dialogue among the CAMs and their home-office counterparts.

A free-wheeling panel discussion gave Chain Account Managers Mike McDermott of the Mobile, Ala., chain division and Jim Brown of the East Houston chain division (inset, left to right) an opportunity to explore current sales objectives and strategies with home-office staff people, including (from left) John Trulove, vice president - distribution; Al Barnett, staff vice president - sales development; Wayne Scroggins, senior director - finance; Larry Schreiber, vice president - national accounts, trade relations and special markets; and Jim Maguire, director - sales personnel. A story on the meeting begins on page 4.

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SHORT CALLS



Sales ad-Vantage

Every fall, the Vantage Championship, sponsored by R.J. Reynolds Tobacco Co., gives golf fans a new look at some of the living legends of the links, and provides the sales department with an opportunity to entertain important customers. Here (from left) John Watkins, vice president of merchandising for the Food Lion chain, and Watkins' father join pro Joe Jimenez and Rusty Shaw, training and development manager in the Winston-Salem division, and Winston-Salem Region Manager Charlie Davis for one of the introductory pro-am rounds.

Sanford wins "Sooner" honor

"Sooner" or later, it was bound to happen: Oklahoma City Region Manager Billy Sanford has been named "Sooner Tobacco Salesman of the Year" for 1990.

The award, presented to Sanford by the Oklahoma Association of Tobacco and Candy Distributors at the trade group's annual meeting, recognizes Sanford's years of experience and expertise, and his dedication and service to the tobacco industry and the cigarette trade.

Sanford told the group that he accepted the award "in behalf of all R.J. Reynolds Tobacco Co. personnel in the state of Oklahoma." He noted the key contribution every member of the company team — from leaf processing and production to marketing and sales — makes in delivering the best products and service in the business, and the importance of total dedication to the principle of "We work for smokers!" in achieving those objectives.

Sanford has been with the company for 32 years, including 14 years in field sales in Oklahoma.

Fast actions save ill rep's life

The fast thinking and actions of a group of Reynolds Tobacco sales people saved the life of a fellow employee recently, according to North Jersey Division Manager Rory J. O'Rourke.

The incident began when Chain Service Representative Janice Rasp became ill during a retail call. She was accompanied by Special Accounts Manager Rick Westenberger and Training and Development Manager Frank Petto, who insisted on calling an ambulance.

Westenberger's and Petto's concern proved well-founded; shortly after the ambulance arrived, Rasp lost consciousness and her heart stopped beating. Fortunately, the paramedics were able to revive her immediately, using CPR techniques.

Complicating Rasp's emergency was the fact that her husband could not be contacted immediately to provide answers to a variety of medical and insurance questions. Westenberger, Petto and Secretary Michele Piccerilli spent several hours telephoning insurance carriers, physicians and other sources to get information needed to guide Rasp's treatment.

Rasp is now recovering from her ordeal, thanks to the prompt and expert treatment that the timely efforts of her colleagues made possible. "It was a very emotional experience because Janice is not simply a valuable employee; she is a good friend," O'Rourke says. "Rick, Frank and Michele certainly proved themselves in a crisis situation."



Oklahoma is one of Billy Sanford's favorite shapes.

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CAMs are key 'links' to chains

Stressing the importance of their position to the company's future, Yancey W. Ford Jr., executive vice president - sales, welcomed 63 chain account managers to Winston-Salem recently for a three-day workshop meeting.

"The chains dominate the retail environment," Ford told the group, "and you are responsible for our business growth in the major chains. That makes your position among the most important management positions in the company."

As cigarette sales growth has become more focused on the chains, so has the development of the chain account manager position, Ford explained.

The position was established 15 years ago, after a year-long test. In 1976, six division managers were promoted to the new post, and their ranks quickly expanded to 19 the following year. By 1983, when the last chain account managers meeting was held, the number had increased to 38.

Now there are 63 chain account managers, each responsible for ensuring that RJR maintains its preferred supplier position with the company's principal chain customers. As a group, they are responsible for nearly 600 major chains across the country, or more than 90,000 retail stores. That represents 60 percent of RJR's total business.

"You should also know that the entire Winston-Salem support team stands by to assist you whenever you call upon us."

— Yancey W. Ford, Jr.

The chains look to Reynolds Tobacco as their chief source of expertise in building cigarette sales, volume, and profit. "Clearly, you must be thoroughly knowledgeable in our merchandising and promotional programs to be effective in your

job," said Sam Hendrix, vice president - sales operations, in addressing the group. "You must be fully tuned in to our strategic direction, and that's what this meeting is all about," he emphasized.

Ford and Hendrix outlined the company's strategy for merchandising its brands and in the private-label segment. "We will market our brands as big brands and profit-making brands, and we will be a major player in every chain," Ford said in discussing the tactics of merchandising "co-existence." "We have the know-how and the resources to service our customers better than any of our competitors can."

However, he continued, "No one should mistake our new direction as a sign of weakness. We will not surrender the real estate necessary to achieve our objectives."

Hendrix added, "The traditional way of doing business has changed. What was once unacceptable is now desirable. The cost of exclusivity today is too high.



The moderator of the panel discussion was George Baroody, vice president - merchandising.



Butch Oringderff, national manager - merchandising, explains features of a new package merchandiser.

"We want enough space for our products with a platform to build on for new products," Hendrix said. "And, we need the in-store means to promote our products and to communicate with the smoker. If we can get these three elements, why pay for more? Co-existence isn't backing down or retreating; it's moving forward and getting what we need, on our terms."

With private-label and "sub-generic" competition heating up in the marketplace, Ford clearly defined the company's private-label strategy:

"We are not interested in expanding our private-label business beyond the original intent of challenging competitive inroads in this category," Ford emphasized. He told the chain account managers to "put your business priorities in place on carton and package fixtures and on our Savings

(continued on page 6)



Reception greeted CAMs after they arrived in Winston-Salem.

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(continued from page 5)

Centers. We simply cannot merchandise a private-label brand at the expense of our core brands: Winston, Salem, or Camel, or at the expense of Doral."

With formal presentations kept to a minimum, more meeting time was devoted to exhibits that allowed the CAMs to review and provide input on new developments in merchandising fixtures, point-of-sale materials and a wide range of premium items.

But the primary objective of the meeting was to promote an open dialogue between the CAMs and their home-office counterparts. A four-hour open-discussion session provided the opportunity for the CAMs to express their ideas on how RJR should respond to competitive actions.

This open-dialogue format carried over to a panel discussion the following day. The panel was made up of Home Office



Yancey Ford and Lou Gerstner joined the CAMs during their tour of the POS exhibits.

"The traditional way of doing business has changed. What was once unacceptable is now desirable. The cost of exclusivity today is too high."

— Sam Hendrix



Open, spirited dialogue characterized meeting sessions.

department heads who fielded questions from the CAMs on a wide range of topics.

Highlighting the meeting were an after-dinner address by Jim Johnston, R.J. Reynolds Tobacco Co. chairman and chief executive officer; and a visit by Lou Gerstner, chairman and chief executive officer of RJR Nabisco, Inc.

In his closing remarks, Ford paid tribute to the longevity of most of the chain account managers in their positions. "I suspect the collective experience gathered at this meeting represents 1,000 years, more or less," he said. "That's an enormous amount of experience, and I commend you for your persistent drive to accomplish our objectives through your association with the major chains.

"You should also know," Ford added, "that the entire Winston-Salem support team stands by to assist you whenever you call upon us."

INNOVATIONS

Mini-vans proving themselves on job

The most complex and costly piece of equipment that the company furnishes its field sales employees is the company vehicle. Fleet operations works closely with the sales department to ensure that the field sales force drives dependable vehicles that will make a positive contribution in the efforts of sales people to meet their varied accountabilities every day.

Fleet operations reports to the purchasing department, and putting field sales on wheels is only part — though one of the largest parts — of the huge job of supplying company vehicles for a wide variety of functions, says Larry Giddens, director — fleet operations.

"In addition to sales, we acquire vehicles for trucking, manufacturing, marketing and sports marketing, the van pools, security, medical and Archer," Giddens says. "We purchase many different types of vehicles — from sedans and sales vans to over-the-road trucks, trailers and fork lifts.

"But our largest concentration of vehicles within a single functional group is the field sales fleet."

Providing safe, dependable, cost-effective vehicles suitable for the many and varied missions of sales can be a challenging task, Giddens says.

"We have to contend with the motor companies' constant changes in design, size, cargo capacity and price structure of their vehicles — and even the discontinuance of vehicles that have been ideal for our needs," he explains.

"We also work closely with sales to accommodate changes in merchandising programs, work plans, premium items — any foreseeable factor that could have an



Giddens (left) and Mark Skoggard, manager — financial and manufacturing fleet services, review fleet operating costs.

effect on vehicle specifications," Giddens emphasizes.

"And we try to pick vehicles that our people will be proud to drive and that will offer good resale value when we are ready to take them out of service and dispose of them."

The sales fleet includes about 3,200 vehicles and costs around \$22 million a year to operate for approximately 55 million miles. The average sales rep drives about twice as many miles per year as the average motorist. The fleet was involved in 659 accidents last year and averages about 1,000 repairs per month. Fleet operations handles about 1,500 calls a month from the field, about half requiring a callback or followup call.

In an effort to trim some of those cost figures, fleet operations began switching to mini-vans in many sales assignments. This "downsizing" has required a considerable adjustment by the field, but substantial long-term savings are anticipated.

"The mini-vans are more than adequate

for the majority of assignments," Giddens says. "We do have to organize more carefully than before and carry only the supplies that are really needed.

"Over the next five years, we expect the mini-vans to save us \$13 million," Giddens says. "The difference in acquisition price and operating costs — gas, oil and maintenance — adds up." Costly accidents should be reduced because the mini-vans are easier to drive, sharply reducing the risk inherent in such maneuvers as backing and parking, he adds.

"When you talk about saving a penny a mile, it doesn't sound like much; but when you multiply by 55 million miles, that's a savings of more than half a million dollars a year. That is money that the sales department could use a lot better elsewhere — like for merchandising, premiums and POS materials."

Another way sales reps can help save the department's funds for better uses is preventive maintenance, Giddens says.

"We spend about \$140,000 a month on vehicle repairs, and if we followed our preventive-maintenance guidelines carefully, we could reduce this cost substantially," he explains. "Checking and changing the oil regularly will reduce the number of blown engines, downtime and repair costs. Checking tire pressures regularly will help ensure proper inflation and longer tire life."

"We know the people in the field have promotions to work, and a lot of other things on their minds," Giddens says. "But we are a service department, and we want to help them make the best possible use of their resources to do the best job of selling possible."




Helping keep the sales fleet sailing smoothly are (from left) Robert McGee, manager — fleet administration; Jan Faries, senior fleet representative; Debbie Hunter, Robin Blakley, fleet coordinators; and Lu Ann Boles, senior general office assistant.

SINCE YOU ASKED


For more than 20 years, I've had my home phone number printed on my business cards. Now I'm told that only the business phone number can be printed on the card. If I want to give my home phone number to a customer, I have to write it in by hand, which I think makes the card look less than professional. Why are we changing our business-card format?

The new process for producing business cards requires only one printing plate for each division. The old process with the home phone number required a separate printing plate to be produced for each individual. Reducing the number of printing plates needed to only one per division dramatically reduces the cost of producing the cards. Writing in your home phone number in the customer's presence should be considered as a special, personal touch indicating that the customer is important, and deserves this extra, individual service.



Winston has potential in this market and many people ask about Winston promotions. Are there any plans for some Winston BIGIF offers or Winston premiums to work in pack outlets in the near future?


We can't elaborate on specific details yet, but we can say that Winston will be included in our package promotion plans for 1991.



The Magna two-piece dangler, once installed, seems to be treated as a permanent advertising piece that is not disturbed by store employees or competitors. Why not take advantage of this longevity by changing ad copy

regularly — using, for example, the Camel "Smooth Character" and Salem "Refreshment" campaigns — to give us greater impact at retail?

Present policy limits the use of the danglers to Magna pricers because this is the only in-store piece designed to convey the brand's price message.



Can't we make the end flap of our Doral coupons larger? Competitive coupons have large end pieces that fold down to reveal the coupon value; the Doral coupon end flaps, more often than not, won't even fold down.

Noticeable improvements in Doral coupon design are in the works right now. Starting next year, the new coupon will occupy approximately one-third of the end flap, to improve visibility of coupon value.

SHORT CALLS

Computer training is "user-friendly"

The Indianapolis region has made rapid progress in implementing its new Microsoft Works computer system, thanks in part to a comprehensive, user-friendly training program that coordinated the efforts of the whole region staff, from the RM's office to the secretaries.

As a first step, division secretaries were asked to review tutorial materials and complete an assignment: to produce a simple business letter and mail it to Sandi Morris, region secretary.

Then, participating division managers and their secretaries were invited to the region office, for a combined region meeting and Microsoft workshop. "We

wanted to encourage the secretaries to use the program, and to give them some idea of how valuable they are to the company," says Region Manager Barney Sanford. "Managers get an overview of the new program and what it can do."

"I found the workshop to be very enlightening," says Fort Wayne, Ind., Division Manager D.K. Rhodes. "The word-processing features, plus spreadsheet and database capabilities, should save us a lot of time and money," Rhodes added. "Our division's administrative accountabilities will be simplified and our work will be raised to a whole new level of professionalism."



Sandi Morris and Barney Sanford organized computer training sessions.



We seem to be pursuing a defensive strategy with Doral; we need to start a little offense. Why can't we flood the market with Doral coupons and price reductions, so the competition has to react to us, for a change?

Our strategy for Doral is to be competitive, without accelerating the growth of the savings segment. The rationale is that Doral does not necessarily have to be the lowest-priced savings-segment product in the store. We can compete favorably at 50 cents per carton above the lowest price. Our main source of profit is full-price brands. But we also expect our savings brands to contribute a reasonable profit. Therefore, we want to maximize the profit potential of Doral, while remaining competitive with other branded generics and private-label brands.

Competitors continue to sample cigarettes in my assignment. I feel that samples are the best way to get trial. Why can't we have samples for our new Sterling brand?

Sampling has long been an effective promotional tool for manufacturers marketing all types of consumer products. While we continue to defend our right to advertise and promote our products, we prefer to limit sampling to selected events and programs where we have complete control over distribution. We have also been very successful with premiums and BIGIF offers that allow us to sell product and gain consumer trial at the same time.



We have been working the Consumer Mission program since February, but we haven't heard anything on how the program is doing. When are we going to get some feedback?

We're glad you asked. Since February, 774,000 competitive smokers have been approached with our Consumer Mission offer. Of that number, 529,000 have accepted the offer, for a 68 percent acceptance rate. This is an excellent accomplishment by the sales force. At the same time, in response to your comments, we have standardized the size of the Consumer Mission coupon and made the offer consistent for all brands. We are now testing a multi-brand coupon in the Mid-Continent sales area.



800 number doing double duty

Congratulations to Diana Bielski, a secretary in the W. Cleveland division, for her idea of using the company 800 number for sending Fax messages from field sales offices to various Home-Office support departments.

The field sales 800 number was recently changed and the calling format revised to better accommodate incoming calls from field managers. Building on Bielski's idea, use of the new number will not require company operator assistance. A caller in the field will be able to connect with a Fax or an individual in the Home Office simply by dialing the appropriate four-digit extension number after receiving a dial tone.

Now field sales phones are good for more than just talking.

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VOLUME WINNERS

Racy vessel is RJR "showboat"

Two R.J. Reynolds departments joined forces and "showboated" their marketing abilities recently all over the Miami area.

The sales department effectively anchored its Winston Hispanic beach towel promotion to the highly popular Winston Hydroplane Showboat sponsored by the sports marketing department.

Sales representatives in the Miami division arranged to have the hydroplane visit a number of high-volume retail accounts and greatly increased the sale of Winston cigarettes.

During a recent one-month period, Area Sales Representatives A.E. Villmil, Waldo Laurencio, L.A. Perez, W.J. Nordstrom, R.L. Stone, L. Ramos; and Sales Representative A.L. Diaz joined forces to sell 2,520 extra cartons of ciga-

rettes and placed 54 floor base displays offering a Winston beach towel with the purchase of three packs of Winston. They also hung two Winston banners in each of the ten participating stores. Sales Representative Temporary Gil Beovides helped build all the extra units.

An accomplishment that cannot be quantified is the rapport that was developed with each account that joined in the promotion.

"I think this program was a unique way to get field sales and sports marketing working together on a common goal — increasing sales of Winston cigarettes," says M.A. Quintero, Miami division manager. "And the retail execution was a great opportunity to reinforce Winston quality to consumers in the Miami area."



Gil Beovides builds premium units.



A.L. Diaz placed a number of large displays.



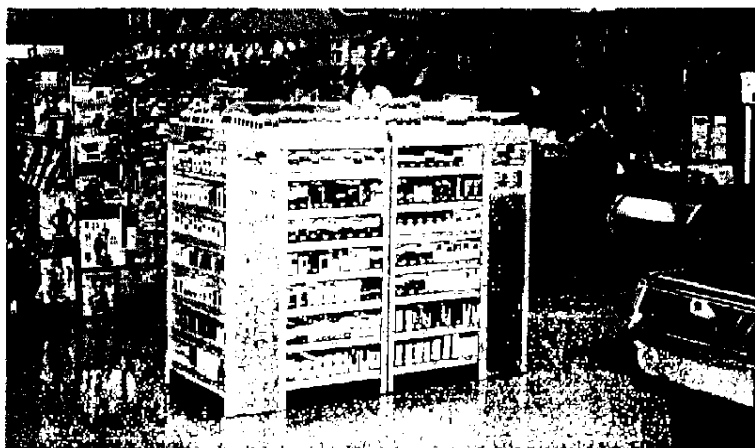
Winston Eagle hydroplane is popular exhibit.

VOLUME WINNERS

Rep "Swoopes" on competition

Area Sales Representative T.M. Swoope of the North Pittsburgh division recently swooped down on the cigarette department at a Foodland in his assignment.

Swoope carried off a larger share of the market when he took control of the merchandisers by selling the store on the Preferred Presence program. In the Pittsburgh Foodland, Swoope installed an exclusive RJR four-sided universal package merchandiser, evicting a competitive fixture and giving RJR a commanding position in the store.



T.M. Swoope sold Foodland on Preferred Presence program.

Sightseers get better choice of RJR brands

Tourists have always had plenty to see along the Blue Ridge Parkway as it winds its scenic way through the mountains of North Carolina and Virginia. And now smokers who travel the Parkway have a better selection of cigarette brands when they stop at The Big Meadows Wayside Gift Shop in Virginia.

The shop, one of the most popular tourist attractions along the Parkway, now stocks 26 R.J. Reynolds brands rather than the nine brands it used to carry in vending machines.

The credit goes to Sam Measell, area sales representative in the Richmond, Va., division — right in the heart of "Marlboro Country." Measell was able to sell shop management on the idea of installing a permanent counter display and Doral continuous counter displays in the shop on a trial basis, with Doral and Magna cigarettes as the exclusive "savings brands" in the store.

The experiment was a winner. Sales volume of RJR brands more than doubled, from 25 cartons a week to 55 car-



Counter displays were placed in shop on Parkway by Sam Measell.

tons per week.

RJR also enjoys exclusive presence in this outlet, which is visited by thousands of tourists each week. Measell's creative selling has given the company a commanding presence in this outlet, and the test will be expanded to several other gift shops along the Parkway.

Ohio store takes self-service unit

In Giant Eagle No. 656, in Canton, Ohio, Area Sales Representative R.C. Letham successfully settled a competitive conflict between a non-self-service cigarette section and a 5 x 4-foot self-service Savings Center — in the same store. Letham's solution was to sell the store on a self-service 20-foot in-line Flex unit with 98 rows for standard brands and 32 rows for savings brands.

Area Sales Representative S.L. Plummer also won a competitive battle at Giant Eagle No. 4095, in Rootstown, Ohio. For years, the only savings-brand display there was an L&M unit. But Plummer was able to sell the store two back-to-back 4-foot Doral Savings Centers. She placed 7-column standard package racks on the ends, because low clearance was the key factor in the location of this unit.

Nearby, at Giant Eagle No. 4123 in Rootstown, the first RJR universal package merchandisers were placed by Area Sales Representative C.E. Evans and Training and Development Manager R.L. Wright.

Clearly, the successful sellers in the Akron division have won many competitive battles.

VOLUME WINNERS

Akron has many tales of success to tell

The Akron, Ohio, division has some selling tales to tell, these days — like finally landing a “big fish” account that had been “the one that got away” for years.

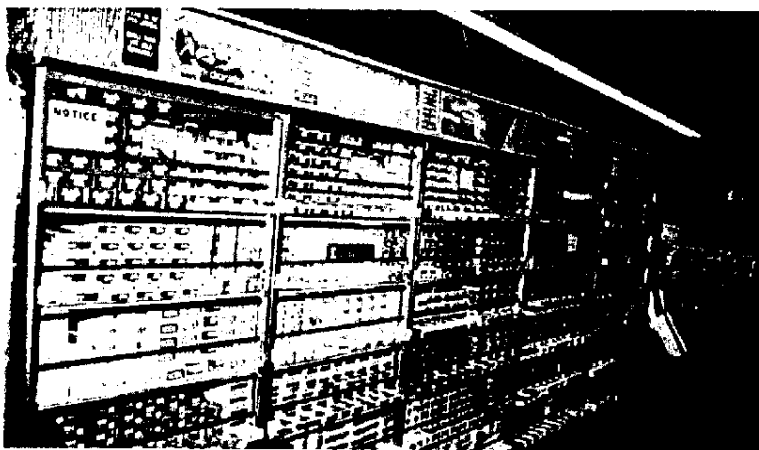
This “whopper” is Fisher Foods, a supermarket chain based in Canton, Ohio. The Akron aces were successful in selling the high-volume chain on self-service carton merchandising for full-price and savings brands, using RJR fixtures.

Historically, the supermarket chain had merchandised a limited selection of cigarette brands in the stores' produce sections in half-case units. The family-run business had operated the 1,000-carton-per-week stores that way since the 1930s. And for 60 years, cigarette sales representatives were not even permitted to call on the stores or their headquarters office.

The breakthrough came when Special Accounts Manager **A.N. McLaughlin** was able to sell 18 feet of in-line Flex fixtures to three of the six stores, with a commitment to expand the concept to the remaining three stores. This program not only increased RJR sales, but also allowed sales representatives to call on stores and increase brand distribution in all categories. And that's no fish tale!

Nor is this the only “whopper” of a success story that Akron has to report. The division also recently took on and finally won over a real, live “giant” — the Giant Eagle chain of stores, that is.

Area Sales Representative **D.J. Reitz** had a winning RJR sales plan all worked out for Giant Eagle No. 657 in Akron — until a competitor almost dealt him a defeat. When Reitz called on Giant, he was advised that the store management had already signed a contract with Philip Morris for a carton plan and the PM permanent checklane display/package fixture program.



Fisher Foods accepted 18 feet of in-line Flex.

Reitz quickly had to regroup and change his sales strategy. Reworking his original proposal, Reitz succeeded in selling Giant Eagle a 5 x 5-foot Flex unit for standard brands, a 3-foot Flex for savings brands and two 2.5 x 3-foot universal package merchandisers. The sweetest victory was gaining Giant's approval for a three-year

commitment to electronic security.

At Giant Eagle No. 4091 in Ravenna, Ohio, the store planned to replace self-service pack sales with vending machines. Area Sales Representative **E.F. Moore** quickly presented the store a proposal for a 5 x 4-foot Flex with electronic security, and packs remained self-service.

Creative displays give sales a boost

Chain Service Representatives **Kathy Morgan** and **Faye Stapp** and Sales Representative **Becky Belcher** of the Birmingham, Ala., division have been using their creative talents recently to build high-impact displays around the Tuscaloosa, Ala., market.

Morgan and Stapp used Camel T-shirts and tube coolers in their eye-catching endcap display at the Tuscaloosa Drug Mart. Belcher used Salem premiums and products to create an attractive, highly visible display at Harco Drug. Displays such as these will give RJR an important edge in these highly competitive marketplaces.



Becky Belcher is impacting market with displays.

VOLUME WINNERS

Detroit rep real "winner" at grand prix

Area Sales Representative **Theotis Matlock Jr.** of the Central Detroit division was a real winner at the Detroit Grand Prix this year. Although he didn't actually drive in the race, he did show tremendous drive for RJR sales during the event.

Hundreds of thousands of people flock to downtown Detroit during the Detroit Grand Prix every year, and area businesses report huge increases in sales during that time.

Matlock capitalized on the race crowds by capturing a window advertising show-

case at the Calumet Tobacco Shop — a first for any cigarette manufacturer. The shop is the premier souvenir store in the Renaissance Center, which is the heart of activity for most of Detroit's Grand Prix events.

He also placed an RJR display in the showcase window of the Buhl Building Smokeshop, a high-visibility location that cigarette competitors battle for each month.

Concentrating on high-traffic locations in the Motor City's bustling Riverfront district, and in and around the Grand Prix track and hotel areas, Matlock placed 1,080 units of Salem 6-pack coolers, 535 Doral VPRs and 360 units of Salem tapes.

Substantial incremental business from this carefully planned and targeted promotional activity made Matlock a Grand Prix sales winner.

C-store chain accepts displays

Smart sellers find ways to hurdle the highest obstacles. Toledo, Ohio, division management and Areas Sales Representative **J.F. Maschari** recently took just such a giant leap.

The Hy-Milar convenience store chain, with headquarters in Sandusky, Ohio, does not accept permanent counter displays from tobacco companies. So Maschari sold them on in-line overhead package merchandiser kits for all 30 store locations. Maschari plans to follow up with the RJR preferred presence counter display program, which will greatly benefit both the chain and RJR.

Challenge met in hills of N.C.

Earlier this year, Area Sales Representative **Tony Miceli** of the Knoxville, Tenn., division felt the competition nipping at his heels. But he was determined not to let them take a bite out of his business.

The challenge: a sudden flood of sub-generic brands, pouring into the Waynesville/Maggie Valley, N.C., mountain resort area. Miceli's response: to strengthen Doral's position in the marketplace.

Over a two-month period, he displayed and sold more than 1,500 cartons of Doral cigarettes at the 'Waynesville Starvin' Marvin store and advertised Doral on a Starvin' Marvin outdoor sign.

At Sam Bob's in western North Carolina, he set up his fourth 600-carton Doral mass display, and continuously displayed and sold more than 2,400 cartons of Doral in this one account.

In Maggie Valley, Miceli reopened the tourist season at Li'l Bit O'Country with three Doral mass carton displays, and continuously displayed and sold more than 1,500 cartons of Doral.



Sam Bob's store in Waynesville sold more than 2400 cartons of Doral.

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VOLUME WINNERS

Joe Camel is "star" of street festival



K.J. Przybyla made quite an impression with Camel signs.

Joe Camel was highly visible in Buffalo, N.Y., throughout the month of July.

Camel banners hung above storefronts along the mile-long arcade where Buffalo's annual Italian Heritage Festival is held. Area Sales Representative K.J. Przybyla of the Buffalo division, preparing for the event that each year attracts more than 700,000 people to the city, ordered banners and extra cartons of Camel and Salem for all stores in the festival area. He displayed premium items, including 600 Camel tee-shirts with three-pack purchases and 300 Salem bottle huggers.

By doing his homework, Przybyla made Joe Camel a star of the festival and greatly benefited the company with substantial incremental sales of Camel and Salem.

SHORT CALLS

Rep assists ill customer

At RJR sales, service is not just a word, but a way of life — an attitude that shapes everything an RJR sales rep does. Chain Service Representative Steve Fusaro of the Worcester, Mass., division demonstrated his commitment to the ideal of service during a recent call on a chain food store in Worcester.

While making the call one morning not long ago, Fusaro noticed the manager becoming ill. When the manager lost con-

sciousness, Fusaro took charge. He notified chain management of the problem and cleared customers out of the store. He called an ambulance and did what he could to make the manager comfortable.

Emergency medical personnel soon arrived and treated the manager. Then employees of the chain arrived to reopen the store. Fusaro filled them in on the morning's events, and left to resume his work day.

"This is a credit to Steve's ability to handle situations 'outside the normal' in his calls," says Boston Regional Manager R.L. Fiori. "He also has made a positive impression for RJR with this important retail chain."

RJR is offering scholarship aid

Sales employees whose children are juniors in high school need to think ahead a couple of years and begin now to apply for company dollars for their scholars' college careers. The deadline is Jan. 1, 1991 for applying for assistance for the 1992-93 school year.

Four-year college scholarships ranging from \$1,000 to \$3,500 will be awarded each year to children of employees of RJR Nabisco and its subsidiaries.

In addition to 48 four-year scholarships a year, the company will offer 40 scholarships a year to pay children of employees and retirees up to \$2,000 a year for two years of vocational or technical training.

Information about both scholarship programs and the needed application forms are available at division offices.

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PROMOTIONS & APPOINTMENTS



D.J. Strong has been promoted to area manager - personnel and administration on the Pacific Mountain sales area staff.

Strong joined the company in 1976 as a sales representative in the Springfield, Mass., division, where she was promoted to area sales representative the following year. In 1981, she transferred to the North Los Angeles division, where she was promoted to division training and development manager in 1984. She has also held the positions of merchandising manager and special accounts manager in the same division. She was promoted to division manager in the North Los Angeles division in 1987.



A.D. James has been promoted to division manager in the Central St. Louis division. He was training and development manager in the South Chicago division.



V.J. Montini has been promoted to division manager in the Portland, Maine, division. He was division training and development manager in the South Boston, Mass., division.



J.M. Swisher has been promoted to division manager in the North Los Angeles division. She was division training and development manager in the West Los Angeles division.



G.D. Tripp has been promoted to division manager in the Eugene, Ore., division. He was assistant division manager in the North Denver, Colo., division.

To secretary, field sales: **Audrey K. Anderson**, Hartford, Conn. region; **Kathy D. Anderson**, East Atlanta division; **Claudette K. Davison**, Sacramento, Calif., division; **Sharon J. Scott**, South Seattle division; **Brenda L. Dameron**, Hawaii division.

To division special accounts manager: **Robby R. Garlington**, East Houston division; **Michael L. Gallagher**, Shreveport, La., division; **Michael F. Serrano**, West Los Angeles division; **Leslie A. Goranson**, Minneapolis division; **Reginald Billingsley**, Knoxville, Tenn., division; **Thomas J. Lord**, Sioux Falls, S.D., division;

William J. Reece, Cincinnati division.

To division training & development manager: **William T. Waddell**, San Fernando Valley, Calif., division; **Thomas W. Goudreault**, Minneapolis division; **Julie G. Sanders**, Winston-Salem division; **R.M. Noga**, East Houston division; **August A. Pontes**, Hawaii division.

To senior inventory analyst: **Patsy P. Johnson**, distribution planning, Winston-Salem.

To inventory planning analyst: **Ronnie E. Brewer**, distribution planning, Winston-Salem.

To associate distribution analyst: **Charlie C. Banks**, distribution planning, Winston-Salem.

To distribution specialist: **Constance T. Prunty**, distribution planning, Winston-Salem.



Scott McCleary (right) won a scholarship with his essay.

Distributors' essay prize won by DM's son

Scott McCleary, son of Columbus, Ohio, Division Manager **Neal W. McCleary**, has won a scholarship in an essay competition sponsored by the Ohio Association of Tobacco and Candy Distributors. Scott received his award at the recent annual convention of the group, in Dayton, Ohio. Scott's essay, titled "Why Not the Best?" was an optimistic view of the future prospects of the tobacco and candy distribution business.

Scott is a sophomore Dean's List student at Otterbein College, where he is on the track team and is majoring in marketing and pre-law. He works part-time in construction and is a part-time employee of R.J. Reynolds Tobacco Co.

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